



HR Practitioner

2004 Fall Newsletter

VOLUME 4, No. 2

CPS OPENS 20 OFFICES ACROSS THE COUNTRY

New offices to serve as Hiring Centers and also support CPS Consulting Services

By the close of 2004, CPS will have opened a record number of 20 new offices. These offices will support the Airport Screener Recruitment and Hiring contract with the Transportation Security Administration (TSA). The new offices will also support the growing CPS Consulting Services practice.

"This is an unprecedented effort for CPS," declared Jerry Greenwell, CEO for CPS Human Resource Services. "The 20 offices will serve as hiring centers for the TSA project and allow CPS to move ahead with the planned growth of Consulting Services around the country."

"The opening of the new offices also begins a nationwide rollout of Local Hiring Centers to better respond to the recruitment and hiring needs of the more than 420 U.S. airports," said Bill Zanow, Program Manager for the TSA project.

The new TSA hiring model, which will incorporate the use of 20 Local Hiring Center (LHC) teams and three mobile teams, each capable of assessing up to

345 candidates per day, replaces the seven mobile hiring teams (with a total capacity of 48 candidates per day) used in the past. The newly-configured teams are strategically located in close proximity to the nation's largest airports to further facilitate a close working relationship with individual Airport Security Directors. The goal is to involve them much more directly in recruiting and hiring full- and part-time airport security screeners.

"The safety of our country is paramount to everything we do. The CPS project team has worked tirelessly to find solutions to improve and increase efficiencies in recruiting and hiring airport screeners," says Zanow. "Our vast experience and expertise in recruitment, testing, and assessment has allowed CPS to quickly respond to the unique hiring needs of our clients."

The new offices will also enable the CPS Consulting Practice to expand service to clients. "Our local presences in these 20 cities will enable CPS to be even more flexible and responsive to our clients,"

Fast Facts

Client:	Transportation Security Administration (TSA)	
What:	Opening 20 Local Hiring Centers	
When:	By close of 2004	
Where:	Anchorage	Seattle
	Sacramento	Los Angeles
	Honolulu	Phoenix
	Denver	Minneapolis
	Chicago	Memphis
	Dallas	Houston
	Ft. Lauderdale	Tampa
	Atlanta	Washington, D.C.
	Newark	Philadelphia
	New York	Boston

said Bob Lavigna, Senior Manager, Client Services Group – East. CPS will have a fully-staffed Consulting Services office in Atlanta, Georgia to serve its expanding roster of clients in the South and East. ♦

CPS AWARDS 21 GRANTS TO NONPROFIT CHARITIES NATIONWIDE

CPS Community Action Network (CAN) is the newest initiative by CPS Human Resource Services, offering financial grants to nonprofit organizations that provide programs and services to children and families. The CAN program, officially launched in May of 2004 with the solicitation of proposals from nonprofit organizations, is pleased to announce that 21 agencies have been selected to receive the community grants.

CPS will provide the community grants to charities in the regions served by CPS including Sacramento, California; Madison, Wisconsin; Washington, D.C.; Chicago, Illinois; and Atlanta, Georgia. Grants range from \$1,000 to \$10,000.

"CPS Human Resource Services has been a long-time, active supporter in encouraging employee volunteerism," said Jerry Greenwell, CEO of CPS Human Resource Services.

"Part of the success of any organization is to give back to the communities where our
CPS Awards 21 Grants continued...



Human Resource Services



EXECUTIVE CORNER

Having served as CEO of CPS for only four months, I am amazed at the pace our organization is moving to improve human resources in the public sector. As I take inventory of where CPS has been and where our organization is heading, the foundation which has been created is enabling us to continue to ride the wave of success.

To expand our network of testing (computer-based and paper/pencil), seminar, and training facilities, we are planning to open multi-use sites in 11 California locations by July 1, 2005. Also in the works is opening full-service offices in Los Angeles, California, and Atlanta, Georgia.

By December 2004, CPS will make the transition from operating multiple mobile assessment teams to opening 20 Local Hiring Centers throughout the country to provide for applicant testing of airport security screeners.

We are also proud of Bob Lavigna, CPS Senior Manager and the 2004 IPMA-HR President. His work as president of the public sector's largest international HR association has enabled him to travel the world to share and learn best practices about our profession. Inside you will find a short article about his recent international travels.

As an outgrowth of our success and desire to invest in the communities we serve, last month the CPS Community Action Network (CAN) awarded grants to 21 nonprofit agencies from throughout the country. It was an exciting moment when the employees hosted the Sacramento Area recipients at the CPS home office to distribute the grants to these very worthy agencies. We know the money we provided will go a long way toward helping children and families become self-sufficient.

I am proud to be part of CPS' future and the good work we do to help you, our clients, improve your HR service delivery. We are here to help you; give us a call.

Jerry Greenwell, CEO



...CPS Awards 21 Grants (continued from front)

employees live and work. Through our CPS CAN initiative, we are doing our part by investing in the communities we serve."

The grants were selected by CPS employees from throughout the country. The CPS CAN grant award recipients include the following: (Sacramento) River Oak Center for Children, Robert's Family Development Center, Sacramento District Dental Foundation, Stanford Home for Children, WIND Youth Services, Woman's Empowerment, Boys and Girls Club, Francis House, Hands Together, HELPS, and People Reaching Out; (Chicago) Chicago Commons, Good City, Chicago Coalition for the Homeless; (Madison) United Way; (Washington D.C.) Community Family Life, Boys and Girls Club – Club House, American Red Cross, Boys and Girls Club – Eastern Branch, and Washington City Year; and (Atlanta) Cool Girls.

In addition to the CPS Human Resource Services CAN Grants, CPS has formalized its volunteer policy to allow employees to volunteer up to 8 hours per quarter during business hours.

For more information about the CPS CAN Program, visit www.cps.ca.gov. ♦



CPS JOINS A MAKEOVER DREAM TEAM HELPING THREE FEDERAL AGENCIES BENEFIT FROM AN EXTREME HIRING MAKEOVER

The Partnership for Public Service forms a "dream team" of private sector recruitment experts to help change the face of Federal hiring.

CPS Human Resources Services and a team of leading recruitment experts came to the rescue of three Federal Agencies by launching an "Extreme Hiring Makeover" designed to improve how the Federal Government recruits and hires talented workers.

The Extreme Hiring Makeover subjects, identified and brought together by the Partnership for Public Service, are the Centers for Medicare & Medicaid Services (Department of Health and Human Services), the National Nuclear Security Administration (Department of Energy), and the Student Aid Program (Department of Education).

The Extreme Hiring Makeover dream team includes: CPS Human Resource Services, AIRS, Brainbench, ePredix, the Human Capital Institute, Korn/Ferry International, the Partnership for Public Service, and Monster Government Solutions. Working with the three pilot agencies, the team will help diagnose issues in each agency's current recruitment and hiring processes and determine and implement appropriate solutions.

"We are extremely excited to partner with such a prestigious team," said Gib Johnson, Client Services Manager – Federal Service for CPS in Washington, D.C. "The Federal Government's

hiring issues are at a critical stage with more than half of all employees being eligible for retirement in the next five years on top of the recruiting strategies getting slower each year," says Gib.



In some cases, Federal job application instructions run 35 pages long, and processes for assessing the skills of potential employees are among the least effective available. Federal applicants often have to wait six months to a year before getting a job offer.

The goal of the Extreme Hiring Makeover is to streamline hiring at each of the pilot agencies and show other agencies that positive change is possible, triggering a domino effect to improve hiring processes throughout the Federal Government.

Over the next year, the Extreme Hiring Makeover team will report on their progress in addressing each agency's hiring and recruitment goals.

"CPS is thrilled to be a partner in helping these agencies better prepare for the future," added Gib. ♦

As IPMA-HR 2004 President, CPS Senior Manager Bob Lavigna Travels the World to Improve Human Resources in the Public Sector



CPS Human Resource Services Senior Manager Bob Lavigna has been traveling internationally as the International Public Management Association for Human Resources (IPMA-HR) 2004 President. As President, Bob represents

the more than 6,400 IPMA-HR members at conferences around the U.S. and all over the world. Lavigna's travels abroad are vital to maintaining the IPMA-HR international presence while giving him an opportunity to learn more about how nations across the globe handle critical HR issues such as performance management, recruiting and retention, workforce planning, and labor relations.

"I've had the privilege of seeing the HR commonalities and differences between nations," says Lavigna, Senior Manager for CPS. "The United States can learn from other countries; we can not assume we have all the solutions. The more I travel, the more I realize how much there is to learn from other nations. While all of us are dealing with many of the same issues, these issues must be viewed through the prism of each country's specific historical, political, economic, and cultural contexts."

Lavigna's international travels have reinforced his appreciation for the individuality of every client's environment and how it can influence HR practices. "An HR consultant must be sensitive to each individual client – to understand each organization's unique needs," he says. According to Lavigna, his international experiences have improved his ability to provide customized and responsive service to CPS clients.

This year, he represented IPMA-HR at the Society of Chief Personnel Officers Annual

Conference in Brighton, England; the Institute of Municipal Personnel Practitioners of South Africa in Johannesburg; the IPMA-HR 29th Annual International Symposium in Florence, Italy; and the United Nations Ad Hoc Expert Group Meeting in Florence, Italy.

At the International Symposium and the UN Expert Group Meeting, Lavigna gave the opening and closing statements for both conferences.

"I've had the privilege of seeing the HR commonalities and differences between nations."

He also moderated the Symposium. At the UN Conference, he presented a paper on international recruiting practices (this paper is the lead article in the latest issue of *Public Personnel Management*). During the Society of Chief Personnel Officers Conference, Lavigna sat on a panel that discussed labor relation issues. In South Africa, at the Institute of Municipal Personnel Practitioners conference, Lavigna gave a presentation on international perspectives on performance management and also participated in the closing panel that covered a wide range of HR issues.

The IPMA-HR events this year were not Lavigna's first international experiences. In prior years, he has spoken at international conferences in Singapore and Vienna. For copies of Bob Lavigna's presentations, visit www.cps.ca.gov and click on Publications. ♦

CPS SELECTED TO IMPLEMENT SMALL WATER SYSTEM EXPENSE REIMBURSEMENT GRANT PROGRAM

CPS' Testing, Licensing, & Certification Services unit is helping the Division of Drinking Water & Environmental Management of the California Department of Health Services (DHS) to implement an Expense Reimbursement Grant (ERG) Program for Small Water Systems (SWS) Operators throughout the state of California with funding from and under guidelines established by the United States Environmental Protection Agency.

CPS recruits SWS Operators into the certification program, helps them to complete the application and claim processes, and actively processes reimbursements for the operators. CPS conducts the necessary administrative functions to ensure that SWS Operators are reimbursed for eligible specialized training courses, operator certification examinations, operator certification fees, continuing education, and certification renewal costs, thus enabling SWS Operators to become certified at the proper skill level. CPS is developing, and incrementally launching this Fall, an interactive on-line system for SWS Operators to register and track their progress toward obtaining and ultimately maintaining certification.

There are approximately 3,800 eligible small water systems in California.

To learn more about CPS services for SWS Operators, please contact the SWS staff at 866.867.3594 or visit www.cps.ca.gov/tlc/sws. ♦

CPS TEST CATALOG FEATURING PUBLIC AGENCY EMPLOYMENT TESTS NOW AVAILABLE ON-LINE

Catalog includes a wide range of law enforcement, corrections, fire services, and other trade exams

CPS Human Resource Services, one of the country's largest providers of public agency employment tests, is pleased to announce its Web-based edition of the 2004-2005 Test Catalog is now available.

Customers can quickly and easily visit www.cps.ca.gov, click test catalog, select an employment rental test, and place an order all on-line with just a few simple clicks.

The CPS Test Catalog offers more than 50 types of entry-level and promotional employment tests for a wide-range of public agency positions including law enforcement, corrections, fire service, clerical, skilled trades, professional, and many other positions.

CPS employment tests are developed to meet the most stringent psychometric standards and are

frequently updated to ensure content relevance as well as to prevent over-exposure. The test rental program offers public agencies a low-cost yet high-value option for employment testing.

NEED STAFF TRAINING?

Call CPS to Customize Trainings to Meet your Budget

When budgets get tight, it is hard to find the money to properly train your employees. But it is imperative, especially for a public agency, to be proactive and ensure your employees are trained for any situation. At CPS, we understand the pragmatic limitations that result from budget considerations. We strive to work with our clients to customize training sessions for any budget.

Here are a few examples of how CPS can customize a delivery method that meets your needs:

Sutter County in California contracted with CPS to train 700 county employees in sexual harassment and discrimination prevention. CPS trainers provided training to 350 employees at one time, in one facility, during two consecutive days. Extra audio-visual equipment and microphones were used to keep the participants engaged. By training employees in large groups, Sutter County was able to have the entire staff trained on this important topic for a minimal "per head" charge.

Del Norte County Department of Child Support Services wanted CPS' help in training for the Supervisor's Tool Kit – a class for supervisors dealing with employment law issues and corrective action. To save on budget costs, they invited their neighboring county Child Support and Social Services Departments to also attend and split the training costs. Del Norte County further saved on costs by printing all class material themselves.

"We strive to work with our clients to customize training sessions for any budget."

Kings and Tulare County Human Resources partnered to sponsor bringing the HR Academy to Visalia. County facilities were used, and neighboring cities, counties, and special



districts were invited to attend. The instructors traveled to Visalia and offered the same curriculum to the students as all HR Academy students receive in Sacramento. The students received continuing education units from California State University, Sacramento.

CPS will work with your agency to develop training and curricula to meet your budget. To find out more about CPS' training courses, go to www.cps.ca.gov and click on Training and Seminars or call Judy Capaul at 916.263.3614 x 3153. Click on Workplace and Employment Law to see a description of the various training topics offered. ♦

SOCIETY OF ANIMAL WELFARE ADMINISTRATORS TURNS TO CPS TO DEVELOP NATIONWIDE CERTIFICATION PROGRAM

Over the past year, CPS has assisted the Certification Council of the Society of Animal Welfare Administrators (SAWA) develop its first nationwide certification program.

The first examination leading to the new certification was administered on November 6, 2004, in San Diego, California. Those candidates who pass the exam will be able to use the protected designation Certified Animal Welfare Administrator (CAWA) to mark their achievement.

"It's been very gratifying to work with this dedicated group of folks, helping them to develop their first-ever program to measure important competencies and set standards for their profession," said Kate Hill, CPS Senior Manager for Testing, Licensing, & Certification Services.

SAWA is a nonprofit association of professional administrators committed to advocating humane ideals through professional advancement and support of leaders in animal welfare.

To learn more about the SAWA program or how to develop a certification program, call Kate Hill at 916.263.3624 x 3159. ♦

TO LEARN ABOUT CPS SERVICES, PLEASE CONTACT ONE OF OUR SENIOR MANAGERS

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HR ACADEMY CERTIFIES GRADUATING CLASS

CPS is proud to announce 21 students have successfully completed the certification classes for the HR Academy. Established by CPS, in partnership with California State University, Sacramento, College of Continuing Education, the HR Academy awarded certificates to the students who completed all five courses in the educational series.

"We've received the greatest response from all of our students. The classes are informative, and the strategies taught are easy to implement after the course is complete," said Judy Capaul, CPS Consultant responsible for the HR Academy. "All of the students were very committed to their certification program, and we are happy that they have gained new insight from their hard work."

Coursework for the HR Academy includes: The Fundamentals of Human Resources, Classification and Compensation, Examination Development, Recruitment and Examination Administration, and Employee Relations.

For more information about the HR Academy, visit us on the Web at www.cps.ca.gov and click on the HR Academy link, or call Judy Capaul at 916.263.3614 x 3153. ♦



Congratulations to the HR Academy Fall 2004 graduating class:

Barbara Harlow, City of Anaheim

Belen Ramirez, City of Anaheim

Brenda Adams, Sonoma County

Bryant Williams, TSA/DHS

Casey Moore, AS&E High Energy Systems Division

Cheryl Douglas, Lassen County Personnel

Cheryl Qualset, UC Davis

Connie Meahan, Butte County

David Sousa, City of Fairfield

Deni McFarland, Humboldt County DHHS

Denise Holsey, Alameda County Human Resources

Grace McHaffie, City of Anaheim

Janelle Querubin, Solano County

Jill Mindus, Shasta County Social Services

Keri Starling, Placer County Water Agency

Patricia Sorensen, San Juan USD

Sheri Waters, Butte County

Stan Ichiho, SMUD

Susan Urkofsky, Superior Court of California

Susana Wilson, Mendocino County

Trish Raver, Contra Costa County Human Resources

CPS DISTRIBUTES \$90,000 IN GRANTS THROUGH THE CPS IPMA-HR GRANT PROGRAM

The three 2004 CPS Human Resource Services and International Public Management Association-Human Resources (IPMA-HR) grant recipients have been selected. The selected agencies include: Alameda County Probation Department in California; State of Maryland's Department of Budget and Management; and the City of Lansing, Michigan.

Grant committee members selected the three recipients out of 25 total proposals submitted. The grants are awarded to local and state government agencies who propose projects that embody the attributes of quality, fairness, and equity, that are solutions to organizational needs, that are innovative and unique, that provide a link to their organization's future goals and strategic plans, that have measurable results, and that will be a model for use in other agencies.

The Alameda County Probation Department received a grant for its Mentorship Program. The program is a 12-month pilot for an

employee development and retention strategy to improve employee job satisfaction, to provide access to promotional opportunities, and to rotate first-line managers between Group Counselor and Deputy Probation Officer career tracks. Instituting a mentor program is expected to help support, train, and retain experienced workers, to promote leadership, to improve job performance, and to build institutional knowledge by sharing work histories and experiences with less-tenured employees in both career tracks.

The State of Maryland's Department of Budget and Management will utilize its grant to support work-studies and mentoring within Maryland's state government agencies. The grant will help promote professional growth and career potential. State employees will mentor high school students to teach them how to take on a responsibility that will provide personal career growth. The work-studies are an investment in the Baltimore community that surrounds the locations of the

agencies. Students benefit from the work experience by increasing their knowledge, skills, abilities, and by preparing them for the workforce.

The City of Lansing's Personnel Department was awarded the grant to initiate their Driving Toward Hiring Innovation. The innovation includes the use of information technology to achieve consolidation and generalization of the City of Lansing's position classifications with broad grouping by service group. Data will be used to develop standardized testing/interviewing modules applicable to entire service group(s) with identification of essential functions of a classification. These essential functions will, in turn, be applied in the design of employee development and performance evaluation systems.

CPS Human Resource Services and IPMA-HR would like to congratulate the three grant recipients and thank all state and local government agencies who submitted applications. ♦

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RECRUITING THE RIGHT PERSON STARTS WITH CHOOSING THE RIGHT BUSINESS PARTNER

CPS Executive Search helps public agencies fill key positions

CPS Executive Search offers expert support to public agencies seeking quality executive search services. The senior consultant staff has a combined total of more than 100 years of experience in recruiting senior level positions exclusively in the public sector. From City Managers and Chief Financial Officers to Police Chiefs and senior level administrators, let CPS Executive Search fill your next open position. For more information about CPS Executive Search services, please call 916.263.1401.

Here are some of the most recent positions filled by CPS Executive Search:

California State Association of Counties

Jim Keen
Executive Director

City of Scottsdale, Arizona

Michael Clack
Chief Development Officer

Napa Sanitation District

Michael Abramson
General Manager

Clark County, Nevada

Lawrence Sands
Director of Community Health Services

City of Buena Park, California

Tom Monson
Police Chief

City of Arlington, Texas

Bob Lowry
Director of Public Works

City of West Sacramento

Dan Drummond
Police Chief

City of Concord

Ron Buck
Budget Officer

FULL SERVICE. FULLY CAPABLE.

From HR consulting, executive search, and recruitment to providing a full array of customized examinations and test administration services, CPS is the leader in providing quality solutions for your public agency's HR needs.

Visit us on-line at www.cps.ca.gov